DACM *Corner*

Every Person Matters,
Every Day Matters,
Every Dollar Matters

DASN SPOTLIGHT

We facilitate Security Cooperation Programs for the Navy, Marine Corps and the Coast Guard

NIPO

NAVY INTERNATIONAL PROGRAMS OFFICE

QUARTERLY NEWSLETTER FOR THE ACQUISITION WORKFORCE

DASN SPOTLIGHT: *NAVY INTERNATIONAL PROGRAMS OFFICE*

Navy International Programs Office
Enabling International Partnerships
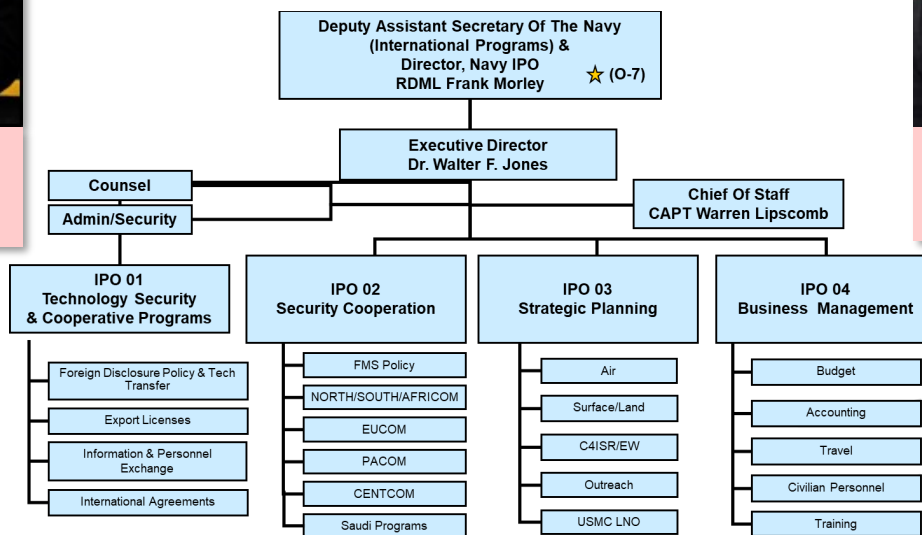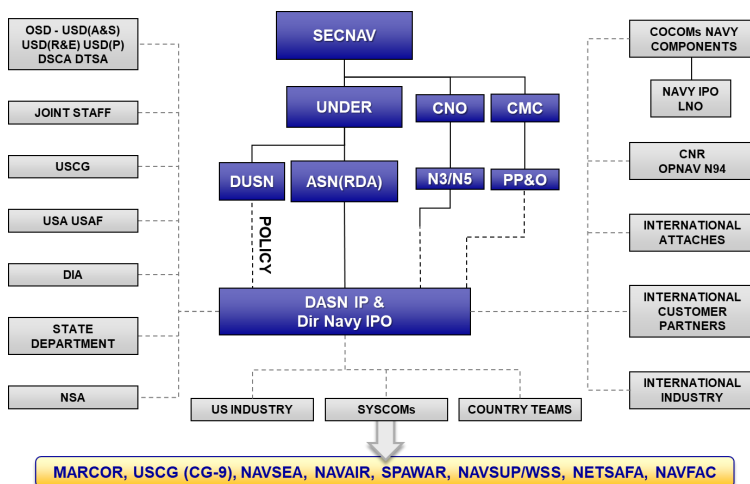### By NIPO Public Outreach

The Navy International Programs Office (Navy IPO) is responsible for managing and implementing International Security Assistance programs, Cooperative Development programs, and Technology Security policy. Led by Rear Admiral Frank D. Morley and Dr. Walter Jones, Navy IPO is a reporting unit to the Assistant Secretary of the Navy for Research, Development and Acquisition and is an Echelon II Command to CNO; we support Regional Combatant Commanders' and Navy leadership's efforts in building vigorous relationships with our maritime security partners around the world.
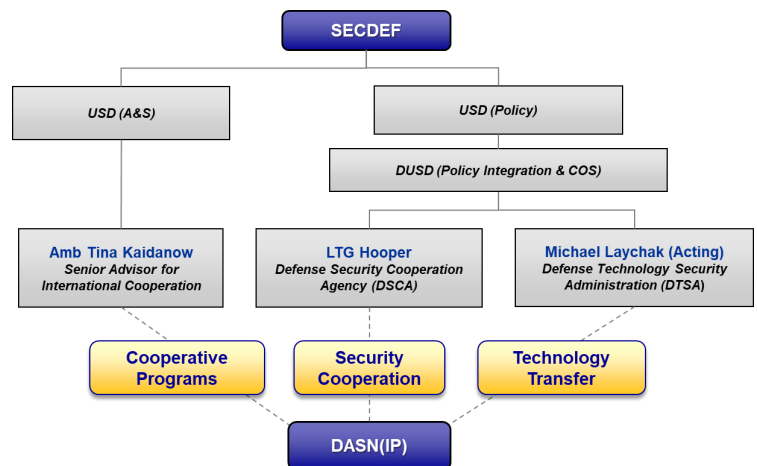
Rear Adm. Frank D. Morley, Deputy Assistant Secretary Of The Navy (International Programs)

Dr. Walter Jones, Executive Director

Deputy Assistant Secretary Of The Navy (International Programs) & Director, Navy IPO RDML Frank Morley ⭐ (O-7)

Executive Director Dr. Walter F. Jones

Counsel

Admin/Security

Chief Of Staff CAPT Warren Lipscomb

IPO 01 Technology Security & Cooperative Programs	IPO 02 Security Cooperation	IPO 03 Strategic Planning	IPO 04 Business Management
Foreign Disclosure Policy & Tech Transfer	FMS Policy	Air	Budget
Export Licenses	NORTH/SOUTH/AFRICOM	Surface/Land	Accounting
Information & Personnel Exchange	EUCOM	C4ISR/EW	Travel
International Agreements	PACOM	Outreach	Civilian Personnel
	CENTCOM	USMC LNO	Training
	Saudi Programs		

Navy IPO's Organization.

OSD - USD(A&S) USD(R&E) USD(P) DSCA DTSA

JOINT STAFF

USCG

USA USAF

DIA

STATE DEPARTMENT

NSA

SECNAV

UNDER   **CNO**   **CMC**

DUSN   **ASN(RDA)**   **N3/N5**   **PP&O**

POLICY

DASN IP & Dir Navy IPO

US INDUSTRY   SYSCOMs   COUNTRY TEAMS

COCOMs NAVY COMPONENTS

NAVY IPO LNO

CNR OPNAV N94

INTERNATIONAL ATTACHES

INTERNATIONAL CUSTOMER PARTNERS

INTERNATIONAL INDUSTRY

MARCOR, USCG (CG-9), NAVSEA, NAVAIR, SPAWAR, NAVSUP/WSS, NETSAFA, NAVFAC

Navy IPO's Organizational Relationship

SECDEF

USD (A&S)   *USD (Policy)*

DUSD (Policy Integration & COS)

Amb Tina Kaidanow *Senior Advisor for International Cooperation*

LTG Hooper *Defense Security Cooperation Agency (DSCA)*

Michael Laychak (Acting) *Defense Technology Security Administration (DTSA)*

Cooperative Programs   **Security Cooperation**   **Technology Transfer**

DASN(IP)

Where Navy IPO fits within DoD

DASN SPOTLIGHT: *NAVY INTERNATIONAL PROGRAMS OFFICE*

Security Cooperation (SC) is a critical aspect of protecting U.S. interests and is an overriding goal of our organization. Navy IPO was established in 1989 to support the goals and objectives of friends and allies to build and maintain their defenses against common adversaries. Today, Navy IPO's mission is to build, strengthen and maintain maritime partnerships while advancing interoperability with our network of nations that encompass the joint services, industry and international partners. Our SC programs continue to provide our maritime partners with access to U.S. defense industry partners and the means to obtain military defense articles, services, logistic support and training. Our cooperative programs leverage national research, development and manufacturing capabilities in areas of mutual benefit. The U.S. State Department manages defense SC efforts as part of U.S. foreign policy, but the goals embodied in today's programs are largely the same as they were in 1941: enhancing interoperability

- **Mission Statement:** To advance international interoperability and increase coalition lethality, capability and capacity, Navy International Programs Office develops and manages technology security policies and security cooperation programs.

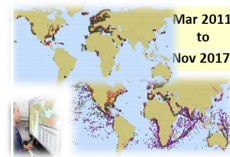| **Cooperative Programs**	• International Agreements (IAs) • Information And Personnel Exchange
Technology Security	• Technology Security and Disclosure Policy for Department of the Navy • Export Licensing
Security Assistance	• Foreign Military Sales (FMS) • Excess Defense Article (EDA) Transfers • International Training • Building Partnership Capacity Programs

| **International Training**
14,000 Trained Professionals Each Year | **Building Partner Capacity**
357 Cases (~$1.41B) | **Foreign Military Sales**
$22.34B of New Cases Signed in FY18
3900 Open Cases (~$116B) |

Mar 2011 to Nov 2017

How Navy IPO Enables Partnerships

Admiral Morley, left, with Commodore Shiraz Azad, while touring the Indian Aircraft Carrier INS Vikramaditya.

and strength through security assistance and cooperation with America's international partners.

Due to the unique nature of our partnerships, we rely on a blend of SC programs and tools to support specific shared interests, such as foreign training, foreign visits, Technology Security and Foreign Disclosure, export licenses, Foreign Military Financing, and Excess Defense Articles, to name a few. There is a great demand for the SC programs that Navy IPO supports and the demand for worldwide arms transfers remains robust. There are some shifts occurring over who is buying and who is selling and it is important for us to be aware of the global defense market trends. Through it all, we ensure that the international acquisition programs we pursue for or with foreign governments support U.S. political-military objectives while ensuring that appropriate technology security is implemented .

Maritime Superiority through Partnership:
Accomplished by Implementation of a Coherent Security Cooperation Engagement Strategy and Aggressive Execution

➢ **ALIGNMENT**
  Prioritizing, engaging, and messaging in alignment with RDA/CNO/Fleet Cdrs/DSCA
  USMC and USCG equities also supported
  Shape the dialogue where applicable
  Prioritize Return on Investment and Return on Engagement

➢ **EXECUTION**
  No other organization better positioned to drive SC/FMS Case Execution
  Policy, Technology, and Regional pillars must be in sync with aligned priorities
  Measured, accountable timelines across the Case/Policy Execution continuum
  Shape/Influence SC/FMS policy as appropriate

"YES-IF" Mindset while considering Our Sacred Responsibilities of Foreign Disclosure and Technology Security

Navy IPO's Strategic Imperatives

1. **Administration pressuring partners to increase security expenditures**

2. **SECDEF and SECSTATE highly in favor of SC Lever**

3. **SC Legislative Mandate (NDAA 2017)**

4. **Rising & Resurgent Global Competitors**

Generational Security Cooperation Opportunity

PROGRAM SPOTLIGHT

Foreign Military Sales
## Navy IPO's Full-Spectrum Capability Approach
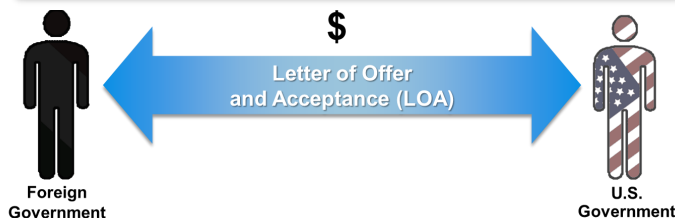
By **NIPO Public Outreach**

Admiral Antonio, PEO CARRIERS, left, Admiral Ahuja, Indian Navy, center, and Admiral Morley, right, on the Indian Aircraft Carrier INS Vikramaditya.

Navy IPO is somewhat unique as an Implementing Agency for Foreign Military Sales (FMS), the most well-known SC program, because we support partner navies, air forces and armies. At Navy IPO, we approach arms sales differently than other countries; we have a total package or full-spectrum capability approach. This means that as we develop a Letter of Offer and Acceptance (LOA) for transfer of a product or service to a foreign customer, no aspect of a system acquisition is neglected. We want to ensure our partners have the total capability, the total readiness and infrastructure to complete the mission, not just transfer the weapon system. Approximately 96% of all the spare parts we buy for our foreign partners are the same as the parts the U.S. buys. That shows you the great degree of commonality and interoperability across the supply chain that we foster in our SC programs. The dollar value of DoN FMS activity has essentially quadrupled since 2014 where the average was $4.5 billion per year; in FY18 Navy IPO implemented approximately 762 cases worth $22.3 billion. To date, the total DoN FMS case value implemented in FY19 is $5.1 billion across 432 new, modified, or amended FMS cases. These numbers highlight the quality of U.S. defense products and the desire our partners have to continue developing and sustaining relationships with the U.S.
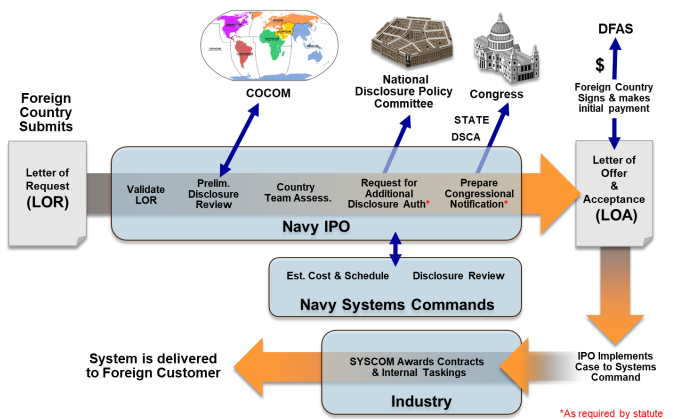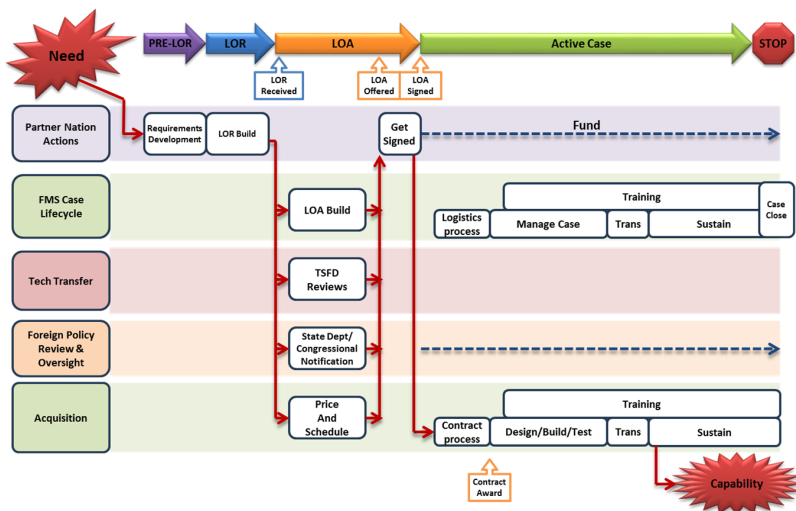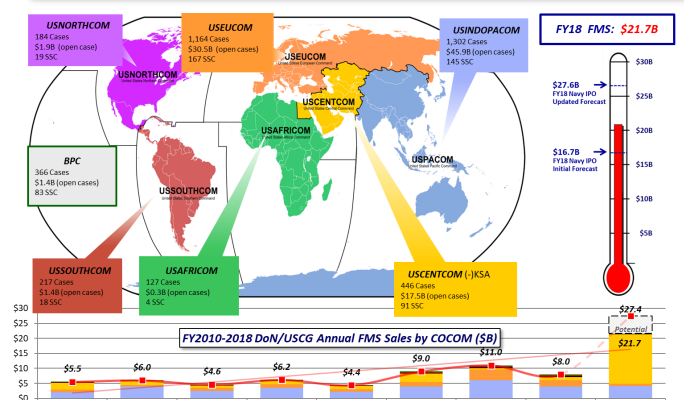

Snapshot of the FMS System

FMS Case Flow in the Navy

Foreign Government — Letter of Offer and Acceptance (LOA) — U.S. Government

- FMS case is a government-to-government "contract"
- Buyer-seller relationship
- US procures equipment and services IAW standard acquisition practices
- The US can neither make nor lose money on the case

Snapshot of FMS

Snapshot of FY17 FMS

PROGRAM SPOTLIGHT

Multi-Mission Surface Combatant (MMSC) group, comprised of senior military officials from the Kingdom of Saudi Arabia Royal Naval Forces and U.S. Delegates, meet for a Case Initiation Meeting held in Mayport, FL.

Navy IPO was instrumental in leading one of the most sought after and largest SC deals in the world – as well as ensuring aligned national interests and capability in one of the world's most critical and volatile regions – advancing our strategic national security interests. The Saudi Naval Expansion Program (SNEP I) began in the 1970s when the USN provided thirteen (13) corvette-size patrol boats, built bases, their Naval headquarters, their Naval Academy, training and sustainment up through our present day – four decades on.

For over a decade, the Navy and U.S. industry had expected the Royal Saudi Naval Force to modernize their 1970-vintage Navy. However, they did not and Navy IPO did not give up. Years of diligent preparation met a fleeting moment in time when the two tectonic plates of Heads of State recognized a mutually aligned and beneficial opportunity that resulted in a $110 billion Saudi Arms deal. SNEP II is now a reality – with helicopters, ships and weapons all now in an execution phase.

Additionally, the historic deal represented an expansion of the security assistance relationship between the U.S. and Saudi. Of the capabilities, the USN had one LOA for SNEP - four (4) Multi-Mission Surface Combatant (MMSC) ships with full total package for the Royal Saudi Naval Forces (RSNF) and potential future defense capabilities included in a Memorandum of Intent (MOI) to support the Royal Saudi Naval Forces (RSNF). Saudi's Ministry of Defense signed the $6.028 billion LOA for the MMSC ships on May 25, 2017. The LOA included associated weapons and equipment, spares, training, engineering, technical assistance, and infrastructure. The weapons systems included MK 41 Vertical Launch System, NATO Evolved SEASPARROW Block I missiles, MK15 Close-In Weapon System, Rolling Airframe Missile (RAM) Block II, Harpoon Block II missiles, 20mm gun weapon system, 57mm gun weapon system, and .50 caliber guns .

Navy IPO was also instrumental in the Norway P-8A deal. Norway signed the LOA to procure five (5) aircraft on March 31, 2017. Norway is a critical partner in the high northern seas of Europe, with deep experience operating in these waters and a low probability of their presence irritating neighboring nations. The US, UK and Norway also signed a Statement of Intent (SOI) on June 29, 2017 for P-8A Maritime Patrol Aircraft Partnership. The SOI builds upon each country's decision to procure P-8A Aircraft and provides a non-binding framework to enable cooperation focused on strengthening deterrence and enhancing stability in Europe and the North Atlantic.

Other Navy IPO FMS efforts include the Kuwait F/A-18. On April 30, 2015 Kuwait submitted an LOR for LOA for twenty-eight (28) F/A18 E/F Super Hornet with an option for twelve (12) additional jets, facilities and support. The Kuwait Minister of Defense signed and accepted the U.S. Government LOA on February 8, 2018 at a total case value of $5.2 billion; aircraft deliveries are scheduled to begin in FY2021.

P-8A Maritime Patrol Aircraft

F/A18 E/F Super Hornet Aircraft

RESEARCH AND DEVELOPMENT

Cooperative Programs
Building Relationships While Protecting Critical Technologies
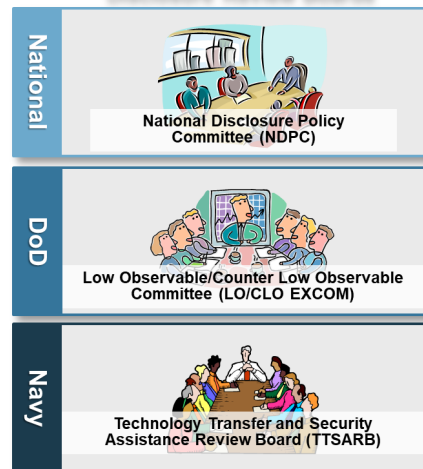### By NIPO Public Outreach

As Navy IPO continues to advance international interoperability and coalition capability through management of SC programs, including cooperative international programs, we focus our efforts on the cooperative research, development, production and support agreements that go a long way toward establishing trust, helping to forge new partnerships and improving existing relationships, while protecting critical technologies.

We recognize that effective alignment and rapid execution of SC objectives is impossible without the enabling Technology Security and Foreign Disclosure (TS&FD) decisions. Every defense article, tech data, defense services transfer, no matter how it transfers requires a TS&FD decision.

- • **Determination whether a given country should be provided a specific military capability or technology?**
  – Under what conditions?
  – What critical information and technologies are included?
  – International availability?
  – What Treaties/Security Agreements does the country have with US?
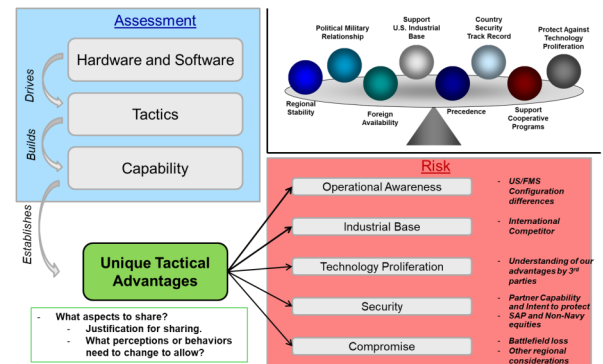 – Is it a DoD Program of Record?
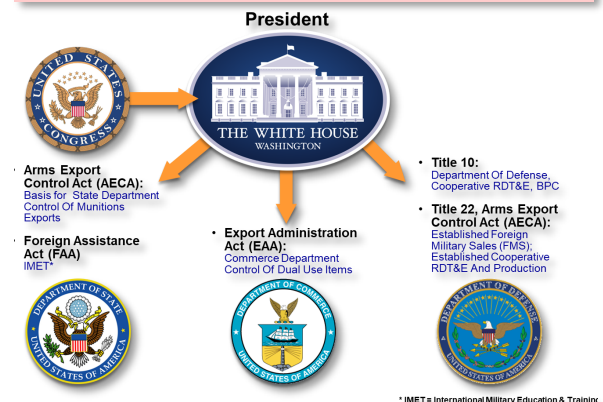 – Past precedents?

Disclosure Review Boards

National — National Disclosure Policy Committee (NDPC)

DoD — Low Observable/Counter Low Observable Committee (LO/CLO EXCOM)

Navy — Technology Transfer and Security Assistance Review Board (TTSARB)

Often, proposed transfer must go through 3 or more Review Boards

Disclosure Factors

Technology Transfer Policy Considerations

President

Arms Export Control Act (AECA): Basis for State Department Control Of Munitions Exports

Foreign Assistance Act (FAA): IMET*

• Export Administration Act (EAA): Commerce Department Control Of Dual Use Items

• Title 10: Department Of Defense, Cooperative RDT&E, BPC

• Title 22, Arms Export Control Act (AECA): Established Foreign Military Sales (FMS); Established Cooperative RDT&E And Production

* IMET = International Military Education & Training

Statutory Foundation

Disclosure Policy — Visits to Navy & Contractor Facilities; Briefings to Foreign Nationals; Cooperative Development / Production; Cooperative Development / Production; Excess Defense Article Transfers; Release Of Technical Information/ Publications; DCS; FMS

Disclosure Actions

To date, the total cooperative programs products implemented in FY19 are sixty (60) products, which include: International Agreements, Information Exchange Annexes, Engineer and Scientist Exchange Program Placements, End Use Certificates, and Terms of Reference. This fiscal year, we are looking at 133 expected cooperative programs products and are at 45% of our expected goal. These numbers highlight the quality of U.S. defense products and the desire our partners have to continue developing and sustaining relationships with the United States.

RESEARCH AND DEVELOPMENT

In FY18 the TS&FD decisions and processes Navy IPO manages enabled record FMS sales, Export Licenses and Cooperative Acquisition efforts. Accomplishing this TS&FD work is a very small staff at Navy IPO (~ 30). With limited staffing, we continuously reprioritize our efforts, streamline our processes to improve turnaround time, and try to anticipate key SC objectives.

Export Control Reform

Cooperative Programs

International Agreement Process
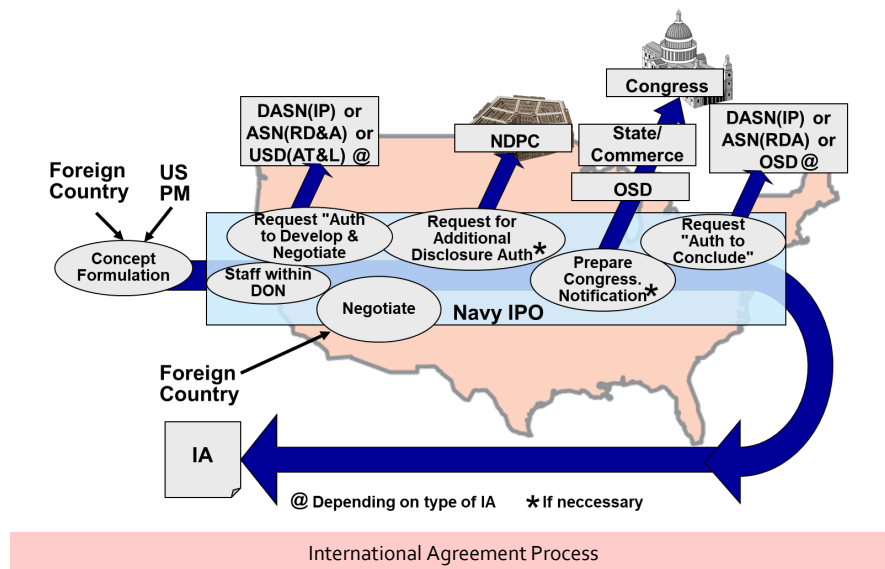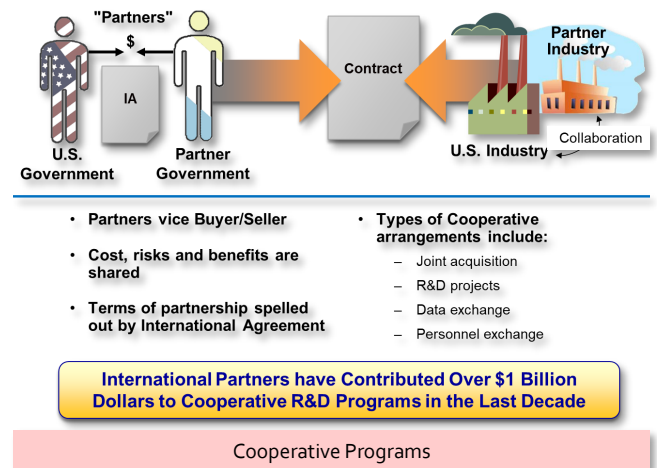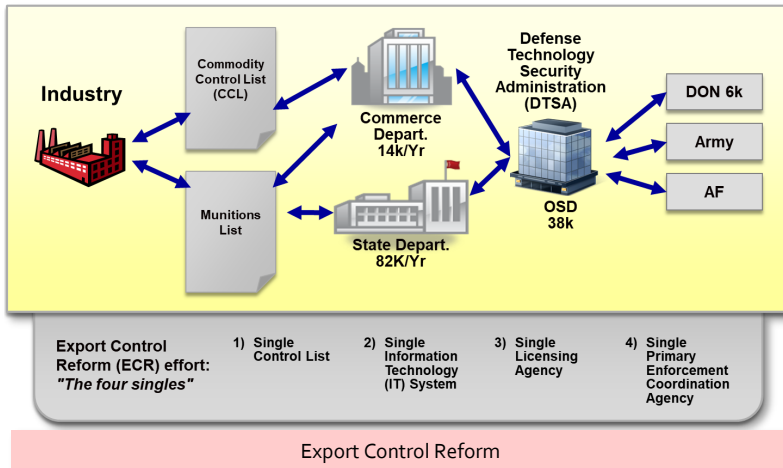
Our International Agreements (IA) division has been the catalyst behind the creation of key multilateral cooperative endeavors, including the twelve (12) nation Evolved Seasparrow Missile (ESSM) cooperative program, which is the DoD's longest and most successful international partnership, and the ten (10) nation Maritime Missile Defense Forum, which ensures interoperability among allied maritime nations for this critically important national defense shield. Currently, there are 238 active IAs with a total project value of $24.2 billion ($6.3 billion are foreign contributions) and an additional 99 IAs in-process with an estimated total project value of $10 billion ($3.5 billion in estimated foreign contributions).

All of our cooperative endeavors – establishing critical new partnerships with Australia in the maritime aviation warfare domain, such as the P-8 Poseidon Production, Sustainment and Follow-on Development partnership, as well as the MQ-4C Triton Development, Production and Sustainment partnership – are viewed by the DoD international cooperation community as benchmarks of forward, rich, and ambitious ways to conduct business internationally.

PROGRAM SPOTLIGHT

Navy IPO's Alignment Roadmap
Aligning Resources Within the Greater Strategic Context
By NIPO Public Outreach

Navy IPO will continue to accelerate our efforts and more quickly and effectively leverage the partnership advantage which is achieved when we align efforts and share objectives and goals. When RDML Morley reported to Navy IPO, he established a method to align resources and efforts through a model known as an Alignment Roadmap.

Through the roadmap we draw from various sources to determine how best to employ our tools within the greater strategic context. Specifically, we will align with the theater strategies and objectives of our Combatant Commander and supporting Fleet Commanders. This entails our Return on Engagement (ROE) efforts. They are the primary supported element. The majority of our maritime effects will come via the Fleet Commander's objectives aligned within their respective Combatant Command. However, given the fact that Navy IPO is responsible for SC products that support many foreign Armies and Air Forces in addition to Navies, we must maintain a broader scan beyond the maritime in order to derive context and priorities in these cases as well.

Brian Krupien, NIPO Strategic Planner at the FIDAE air show in Santiago, Chile.

The Roadmap includes consideration of a metric we call Return on Investment (ROI). As we manage SC programs, we must always seek ways to reduce costs for the DoN, DoD, USG and our international partners. Within the context of the Industrial Base, we seek cost synergies with shared production efforts, long term capability investment partners, and other business related priorities and benefits. We strive for ways to reduce unit costs and seek other ways to offset DON procurement or sustainment costs, such as through cost avoidance through combined spares procurement, dual sourcing, cooperative development (including spiral items), mitigation of known and future obsolescence issues, sustaining engineering or production line sustainment. Our key partners for ROI are the Program Executive Offices, Program Offices and industry partners.
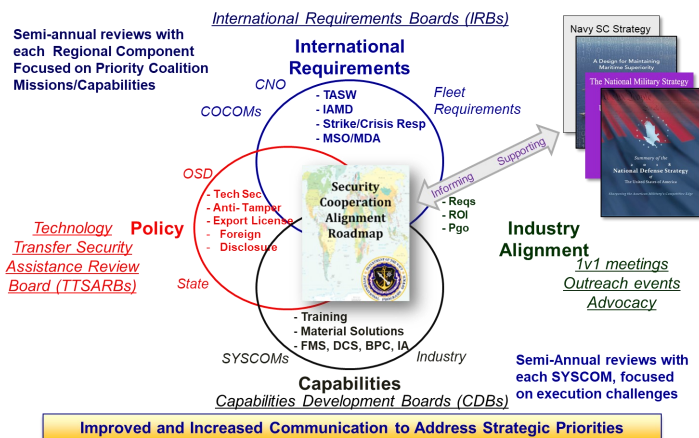

Admiral Morley visited Her Majesty Ship (HMS) Queen Elizabeth aircraft carrier, the largest warship ever built for the Royal Navy of the United Kingdom, during the US-UK Executive Oversight Council engagement.

The roadmap, maintained by Navy IPO and shared across the enterprise, refreshes every month based on the results of two key information exchanges – the International Requirements Boards (IRB) and Capabilities Development Boards (CDB).

The IRB is a recurring information exchange with each of our regional Fleet staffs. In this forum, the SC community within the Navy and Headquarters Marine Corps review the regional SC engagement priorities, address/assess progress on specific programs, determine coordinated resource priorities moving forward, and adjust where necessary. The second information exchange forum is the CDB; a recurring SC forum focused on reducing or eliminating execution challenges within each of our SYSCOMs in support of the roadmap objectives. A coordinated, aligned approach assists the workforce in prioritizing finite resources that support fleet commander objectives. CDBs enable the SC enterprise to address specific execution progress, challenges, constraints, and priorities to improve timeliness and effectiveness of getting articles and services to our partners. Together, these forums are serving to align efforts, adjust fires where necessary when activities do not result in supporting the objectives, and improve execution.

PROGRAM SPOTLIGHT

Snapshot of Navy IPO's alignment efforts.

and RDML Morley moderated the International Head of Navy panel; met with twenty-seven (27) U.S. industry reps with the intent to further Navy IPO objectives and discuss matters of mutual interest.

To learn more about Navy IPO or to inquire about jobs and internships, please visit our website at http://www.nipo.navy.mil

"Expand and strengthen our network of partners; **deepen operational relationships**…prioritize key international partnerships…"

Snapshot of Navy IPO's strategic guidance.

Additionally, Navy IPO aligns interoperable USN materiel and training solutions to include the transferring of Excess Defense Articles (EDA); EDAs are DoD and U.S. Coast Guard-owned articles no longer needed and declared excess by the U.S. Armed Forces. The excess equipment may be offered at reduced or no cost to eligible foreign recipients on an "as is, where is" basis in support of U.S. national security and foreign policy objectives. Navy IPO is responsible for coordinating all EDA transactions with Security Assistance Organizations (SAOs) at U.S. embassies, individual armed services, and the Defense Security Cooperation Agency (DSCA).

Snapshot of Navy IPO's EDA transfer process .

We will continue to use our SC resources to apply our highest priority on continuously striving to be a better ally to our current partners – making new partners – and being the partner of choice. These objectives require positive and continuous action, laser like focus on Alignment of SC priorities, timely execution, and a "Yes-if" attitude. To be a better partner we must continue our Full-Spectrum approach – aiding in these endeavors with the levers that we offer and then execute these levers at SPEED and SCALE.

The total U.S. and international stakeholder engagements for CY18 include: (30) travel engagements where RDML Morley continually improves our relationships with our international partners; attended seven (7) tradeshows; attended Sea Air Space where 139 delegates from thirty-two (32) countries were present

Admiral Morley, left, with Admiral Calderon of Spain, center, and Admiral Nykvist of Sweden, right, during Sea Air Space – Head of Navy Panel .

Most Sweeping Acquisition Reforms in a Generation: Acquisition Speed Enablers

by Kristen Alvarez, Deputy Assistant Secretary of the Navy for Research, Development, Test & Evaluation (DASN(RDT&E)) Staff

In recent years, both Department of Defense (DoD) and Congress have identified the need to "go faster". The shrinking technological advantage creates the imperative for the Services to find innovative ways to provide capability to the warfighter at a pace faster than the traditional acquisition system allows. As a result, Congress has enacted over 200 statutory changes in the National Defense Authorization Acts since fiscal year 2016 to provide a variety of new and delegated authorities. The former Senate Armed Service Committee Chairman, Senator John McCain, referred to these changes as "the most sweeping acquisition reforms in a generation," which provide unique new tools to go faster.

Middle Tier Acquisition

In April 2018, both Office of the Under Secretary of Defense for Acquisition and Sustainment and the Department of the Navy, released their interim guidance to take advantage of new acquisition pathways related to what is referred to as Middle Tier Acquisition.

What does "Middle Tier" mean?

Middle Tier straddles the urgent needs process, which addresses gaps that must be filled within two years, and more traditional Major Defense Acquisition Programs (MDAPs) that can take typically five or more years to complete. Middle Tier projects fall somewhere in the middle as far as their duration, specifically within five years of initiation, hence the term "middle tier".

Middle Tier Acquisitions are excluded from the MDAP definition in 10 U.S.C. § 243 and, therefore, exempt from complying with MDAP requirements. Similarly, rapid prototyping and rapid fielding projects are not subject to the Joint Capabilities Integration Development System (JCIDS) or DoD Instruction 5000.02 policies and procedures. Department of Navy Program Managers (PMs) are encouraged to request additional waivers from statutory or regulatory requirements on a case-by-case basis, as appropriate, to accelerate a Middle Tier Acquisition.

Middle Tier has two pathways: rapid prototyping and rapid fielding. The objective of a rapid prototyping project shall be to field a prototype that can be demonstrated in an operational environment and provide for a residual operational capability within five years of initiation. The Department of Navy further defines "initiation" as the first obligation of funds after the Acquisition Decision Memo signature. The rapid fielding pathway shall provide for the use of proven technologies to deploy production quantities of new or upgraded systems where minimal development is required. The objective of an acquisition program under the rapid fielding pathway shall be to begin production within

six (6) months and complete fielding within five (5) years of initiation.

While the desire is clear to go faster, that is not to say the Department of the Navy will do so without the requisite rigor and discipline. A merit based selection process includes 1) alignment with a high priority military capability need; 2) a defined and manageable capability, cost, schedule, feasibility of success, and technical risk; 3) available and stable funding through the normal Planning, Programming, Budgeting and Execution (PPBE) process, Above and Below Threshold Reprogramming, and/or through the use of the Rapid Acquisition Special Transfer Authorities; and 4) a review of opportunities to reduce total ownership costs to include reduction in development, production, and sustainment costs as compared to development through the DAS. If exploring the rapid fielding pathway, the merit based assessment will also include a review of sustainment concept, supportability, and a configuration that was demonstrated in an operationally relevant environment.

Successful Middle Tier rapid prototypes that do not transition to rapid fielding pathway, shall transition into existing acquisition program, a new acquisition program, or the residual capability can be sustained in the field. If the Acquisition Decision Authority and the capability requirement community want to continue to operate the initial rapid prototypes in the field, the PM is not required to enter rapid fielding. The PM will develop the appropriate sustainment package to support the items in the field until they are dispositioned.

Acquisition Agility Act

Acquisition Agility authorities allow a platform to move faster through the traditional acquisition process by maturing, and financially tracking, component or advanced technologies in a parallel path. Component and technology advancement can now assume more risk to push the state-of-the-art, and incrementally integrate into a platform when ready. Similar to Middle Tier Acquisition, the Acquisition Agility pathway is also exempt from MDAP requirements, JCIDS, or DoD Instruction 5000.02 policies and procedures.

Component /Technology Prototypes under the Acquisition Agility pathway must be less than $10 Million, per prototyping effort, and take no longer than two years. The Secretary of the Navy can approve up to $50 Million, per prototyping effort and must provide notification to Congress. Program Managers may utilize Middle Tier Acquisition pathway for prototypes exceeding these limitations.

Acquisition Agility for component/technology prototypes is also

subject to a merit based assessment and will be implemented into a platform using a program's existing configuration management procedures.

System Command Fast Lanes

Acquisition pathways are only part of the overall path to the warfighters. The System Commands (SYSCOMs) provide a variety of key enablers across contracts, legal counsel, programmatic support, and technical authority to rapidly field capability to the warfighter. Each SYSCOM is in the process of establishing organizational constructs, processes, and tools to enable programs to field capability faster. To support this effort, DASN (RDT&E) is establishing a cross SYSCOM working group to ensure fast lane initiatives become institutionalized; identify barriers to initiatives that Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RD&A)) can remove; provide a mechanism for alignment of current and future initiatives; and consider tools that have potential to expand to enterprise level.

Training and Assistance

For more information on these authorities, readers are encouraged to visit the Accelerated Acquisition playbook at https://portal.secnav.navy.mil/cop/NIN/SitePages/Playbooks/AA/AA_Playbook.aspx. Readers can also reach DASN (RDT&E) staff for further advice or to seek mobile training opportunities. Please contact Todd Hashberger, 703-614-8806, todd.hashberger@navy.mil.

Surface Team One Maintenance and Modernization Summit tackles challenges to ship availability, fleet readiness

by Naval Surface Warfare Center Port Hueneme Division Public Affairs

As reported in the last DACM Newsletter, ASN(RD&A) priorities remain unchanged which include "Deliver and Sustain Lethal Capacity". In regard to Sustaining Lethal Capacity, the Navy's ability to protect the nation is largely dependent on ship availability, a burning topic senior Navy and Marine Corps leadership tackled during the annual Surface Team One Maintenance and Modernization Summit. Co-chaired by Vice Adm. Richard Brown, Commander, Naval Surface Forces, and Vice Adm. Tom Moore, Commander, Naval Sea Systems Command, the two-day event in October in San Diego addressed challenges and opportunities of ship repair, modernization, and material readiness, calling for solutions aimed at delivering more ready and lethal warships.

"The surface fleet requires immediate improvement," said NSWC Port Hueneme Division Technical Director Paul Mann, who participated in the summit. "We need our ships available and ready, and our ISEA (In-Service Engineering Agent) mission is a critical enabler." Given the current threat environment, accelerating fleet availability and capability is more urgent than ever.
"Our mission is so important," Mann said. "We must remove barriers to success and drive dramatically better outcomes. Working harder is not a solution."

The Warfare Centers are essential to ensuring fleet readiness. From logistics, availability planning, and test and evaluation, everyone throughout the enterprise is responsible for contributing to the fleet's operational availability. Over the past several years, great strides have been taken toward increasing overall readiness, including use of 3-D printing onboard ships, providing 24/7 fleet distance support, and using predictive analytics to ensure lifecycle product support.

The summit served to break down additional barriers standing in the way of delivering mission-ready ships out of maintenance to meet optimal response requirements. Attendees were charged with maintaining momentum generated during the event, urging effective change now. "Summits are only as good as the follow through," Vice Adm. Brown said. "We've identified a number of near- and longer-term actions to improve how we do business. We need to get after the near-term fixes ASAP, and make steady progress on the longer-term issues."

Immediate actions for execution include: employing open architecture when designing or improving systems; incorporating system commonality across ship platforms; and conducting optimal ship maintenance planning and execution to ensure a minimum 40 to 45-year lifespan. In addition, Warfare Center teammates must enable Sailors with the right tools and training to be effective at sea. "SECNAV (Secretary of the Navy Richard Spencer) signs his emails with 'urgently,'" Vice Adm. Moore said. "There has to be a sense of urgency to get things in the 'done' pile and move forward."
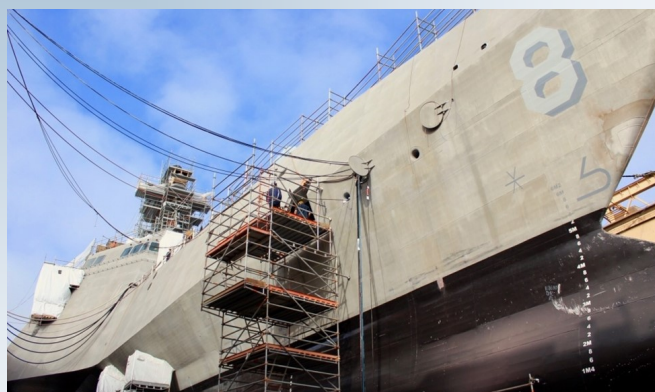
Shipyard workers in San Diego perform upgrades on the forward mooring station of the littoral combat ship USS Montgomery (LCS 8), which was drydocked as part of post-shakedown availability in 2017 preparing the ship for future deployments. (U.S. Navy photo/Released)

SHARE YOUR EXPERIENCE

Job Swap! Career Development
Through a Rotational Assignment

by Rosanne Douglas and Helen Smith

Rotational assignments provide excellent career development opportunities for the civilian acquisition workforce. By immersing oneself in a different environment, employees are able to learn new skills, gain wider perspective, and increase understanding of the organization and its mission. Rotations also help to improve relationships and promote transparency, which in turn builds trust across organizations. While there are formal programs that provide rotational assignments such as the Naval Acquisition Development Program and the new DOD Talent Exchange Pilot Program to Strengthen the Acquisition Workforce, gaining external experience can occur outside of these structures. Just ask DASN Management & Budget's Rosanne Douglas and PEO Carriers' Helen Smith! As part of the DOD FM Certification Program, Rosanne needed to complete a three month developmental assignment. After discussions with her supervisor and SES, a plan formulated to have her go to a NAVSEA Program Office and do an exchange with Helen Smith, who had also expressed interest to her leadership in doing a rotation. Both Rosanne and Helen are in the Business Financial Management (BFM) career field and had skills that would translate to one another's office, but there was certainly room to grow professionally in the new environment. Keep reading to hear about their experience and recommendations for others interested in doing an external rotation.

How were you hoping to grow professionally by doing this rotation?

Rosanne Douglas (RD): I wanted to broaden my skillset and understanding of Navy acquisition by drilling down into one program, rather than looking across all acquisition programs at a high level. Having spent my entire career in the Pentagon, I was really curious to see how things function in a Program Office where you are a little closer to the final product. I also wanted to get a better understanding of how the organization operates so that I would be able to anticipate Program Office concerns and appreciate their perspective once I returned to the RD&A staff.

Helen Smith (HS): I've held various roles as a DoD financial manager to include working in a DoD agency, the Joint Staff Comptroller's office, and a major defense

USS Gerald R. Ford (CVN 78) Aircraft Carrier

acquisition program office, but I hadn't worked in an Echelon 1 organization. Because I am currently in a major defense acquisition program office, we work on many products and drills at the ASN(RD&A) level. I wanted to see the Echelon 1 perspective to gain insight of what is important to senior leadership and the how and why they make decisions. I felt that seeing this on the other side would result in me and my team responding faster and more accurately.

What was the biggest challenge in your new (temporary) role?

HS: It's always daunting to step into the unknown and get out of your comfort zone. However, the biggest challenge for me was to familiarize myself with the breadth of the various players and organizations that I would be working with. I spent a lot of time referring to org charts to know who or what organization that I needed to engage with to get to get the job done. Although it was challenging, it was also nice to put faces to names and to meet some of those that I'd only communicated with via phone and email as part of my permanent job.

RD: I agree, it's hard to go somewhere new and not be able to jump in right away or understand everything that's going on. I couldn't help but feel a bit useless during my first couple weeks as I was trying to keep up with a fast paced environment where I didn't really know the language or who did what. It was also challenging to get acquainted

SHARE YOUR EXPERIENCE

with new systems, especially those that are not exactly user-friendly. Some things are just impossible to tackle in a 3-month rotation and I had to reconsider some of my goals after making this realization.

What was one thing you learned from doing the rotation that you would not have known otherwise?

RD: I was impressed to see how many different areas there were to manage for a new construction ship, and to learn how they are all intertwined. The complexity and detail of the spreadsheets the BFMs work with in order to manage this widespread funding was intense. I definitely have a new level of respect for their ability to be constantly executing funding while at the same time dealing with Pentagon taskers, spend plans, budget updates, etc. There is a lot of pressure to execute as quickly as possible, but the various barriers outside their control aren't always recognized.

HS: I didn't realize just how broad the ASN(RD&A) portfolio is. It's not just about ships, aircraft, and weapons – there's so much more. I was impressed by the depth of knowledge that the staff has on such a broad spectrum.

What were the benefits of doing an exchange rather than doing a solo rotation?

HS: I found it beneficial to trade places with Rosanne rather than a solo rotation. It was nice to be able to work with her to trade background knowledge and provide context to the various situations. I find that having context results in better work products and more productive meetings. It was also beneficial to trade advice on the culture of our respective organizations.

RD: Helen and I were able to give each other some information going into the jobs and we communicated throughout the experience as well. Doing a rotation exchange reduces the burden on any one organization who might be "losing" someone for 3 months when they go on a solo rotation.

Do you have any recommendations for someone who might be considering a rotation exchange?

RD: It's important to get buy-in from both sides. I think what worked well in this situation is that both individuals doing the rotation wanted to do it and were supported by leadership. It should be a joint decision between the employee and his/her supervisor. If there is commitment lacking on one side it could reduce the benefit. My other suggestion is to consider how the exchange will benefit each individual's professional experience. Ideally each person will be going somewhere that provides relevant experience rather than it not having anything to do with their permanent job. Being able to tie the experience back to what you do makes it more meaningful and helps with a big picture understanding.

HS: I would recommend meeting the person you would be swapping with to have a candid discussion on what to expect in terms of roles and responsibilities. It's also a good idea to meet the leadership for the organization that you'll be swapping with to understand what their expectations are.

What was rewarding about your time spent in the host command?

HS: Having been intimately involved in the 2-ship buy strategy for CVN 80/81 as the Deputy BFM for the FORD Class, I found it fascinating to see the inner workings and the thought processes of the 2-ship buy from across the River.

RD: It was satisfying to feel like I was closer to the end product and directly contributing to the successful acquisition of a ship. I also had the opportunity to go on the NAVSEA Meet the Fleet trip to Norfolk which was great! You learn a lot by seeing the ships and aircraft up close and talking to the sailors and pilots who operate them. It was a rewarding experience and deepened my sense of pride in the Navy and appreciation for those who serve.

EDITOR'S NOTE: DACM has a fund to pay travel costs for selected rotation opportunities. Talk to your Chain of Command or National Lead regarding rotation opportunities.

Leadership in a Diverse Environment:
"Inclusion for Success"

by Dr. Linda J. Nichols, Naval Undersea Warfare Center Headquarters

Leaders from across the Naval Sea Systems Command (NAVSEA) gathered at the National Conference Center in Leesburg, Va., Dec. 11-12 for "Leadership in a Diverse Environment Event (LDEE) II: Inclusion for Success," organized by the NAVSEA Warfare Centers.

The two-day event featured speakers from the military, other government, industry, and academia to help equip over 200 "change agents" – ranging from current leaders to those who aspire to lead in many capacities – with the tools and strategies to grow a more diverse, inclusive environment in support of NAVSEA's and the Warfare Centers' missions, and as part of the One Navy Team.

The event built on the success of last year's inaugural LDEE, which focused on the challenges facing women in the workforce, and continues efforts to build and maintain a highly skilled workforce with ready access to a dynamic leadership pipeline.

Inclusion as an enabler for mission success was a common refrain throughout the event, and is closely linked with individual accountability. James Geurts, Assistant Secretary of the Navy for Research, Development & Acquisition (ASN (RD&A)), urged attendees to always consider the question, "What are you doing with the battlespace you own?" and encouraged attendees to be creative in their approaches to working with or around obstacles. "Start with yourself and challenge leadership to go from 'no, because' to 'yes, if,'" he said.

Lt. Gen. Gwen Bingham, Army Assistant Chief of Staff for Installation Management, offered her "Top 10 + 4" list for leadership, that begins with positive attitude and concludes with the Golden Rule. "Modeling what 'right' looks like is based in words, deeds, and actions," she said. "Your audio must match your video."

The event was kicked off by Donald F. McCormack, Naval Surface and Undersea Warfare Centers Executive Director, who posed the question: why LDEE II? "The best practices and training provided at LDEE I were applicable across all of the Warfare Centers' diverse populations, and changing the culture requires not only the change agents we wanted to establish, but the senior leadership to set the environment at our divisions," he said.

"The pace of technology change and complexity of our systems means we need to hire the best, and get the most out of the folks that we hire. We need a diverse group of folks that think differently if we are to achieve these goals. To have a group of people who think differently you need a diverse group – by age, race, gender, schools, degrees and back grounds– and an environment where they are all encouraged to excel, speak their minds, try their ideas and be heard."

From left, CAPT. Godfrey Weekes, Commanding Officer, Naval Surface Warfare Center Dahlgren Division (moderator), Giao Phan, Executive Director, Program Executive Office Aircraft Carriers, Anne Sandel, Executive Director, Office of Naval Research, Steven Schulze, Executive Director, Naval Systems Engineering Directorate (SEA 05), and Sharon Smoot, Executive Director, Industrial Operations (SEA 04), discuss "Leadership Strategies to Remove Organizational Barriers for Inclusion" on Day 2 of the Leadership in a Diverse Environment Event II.

Eliciting the best performance from the workforce goes beyond diversity and requires inclusion. Keynote speaker Dr. Steve Robbins drew on studies in cognitive neuroscience, communication, and social psychology to make the case that "outsiders" experience social pain akin to physical pain. In addition to the emotional toll, people distracted by such pain are less able to focus and perform at their absolute best.

Pamela Lisiewicz, of the Naval Undersea Warfare Center (NUWC) Headquarters, returned for a second year to lead the event, and was joined as co-chair by Tracy Warila of NUWC Newport Division. The two worked closely with an advisory committee and steering committee that included representatives from both Warfare Centers and their ten divisions as well as from NAVSEA, to set the stage for an inclusive environment. Attendees applied to serve as their site change-agents, and were empowered to return to their organizations to share the knowledge they acquired to help others at their commands achieve their visions and goals.

"We hope that participants will feel included during this event, and that you can take that sense of empowerment to transform our organization to make it better for everyone," Lisiewicz and Warila said. "Our goal is that we each learn something from our leaders, our speakers, our trainers, and most importantly from each other. There's a quote that says 'Diversity is being invited to the house and inclusion is being able to rearrange the furniture,' so come on in and take a seat, and feel free to move it around!"

First-time participant Cynthia Gutierrez of Naval Surface Warfare Center (NSWC) Headquarters has embraced her role as change agent, noting, "I was very inspired by all the speakers and presenters to be more mindful of my actions. I am proud to belong to an organization that strives to make everyone feel welcomed, appreciated and valued."

The training event also featured a number of breakout sessions on topics as diverse as "Lead Where THEY Are," "Taking Personal Responsibility for Inclusion," and "Leadership: How to Give and Get Effective Feedback." Moving forward, the LDEE II team is assessing the results of a survey of participants to help understand what worked and where improvements can be made for the future. The team is also working to make event materials, such as videos, available to help sites share information about inclusion for success with co-workers, leadership, and peers.

DON Leadership Development Programs

Leadership development programs provide the Department of the Navy (DON) with a pipeline of highly qualified individuals with proven leadership skills and an enhanced enterprise perspective. It is important that we leverage these programs by nominating and supporting our most qualified candidates. The required applications and nomination materials, as well as additional program details, can be found on the DON Civilian Human Resources Portal:

https://portal.secnav.navy.mil/orgs/MRA/DONHR/Training/Pages/Developmental-Programs.aspx.

ASN(RDA) PROGRAM MANAGER'S WORKSHOP

FY19 WORKSHOP DATES:

8-12 APR   15-19 JUL
13-17 MAY   19-23 AUG

Navy Acquisition Professionals: to attend please contact king.dietrich@gdit.com / mcecere@stratsight.com
703.413.0700 or log into the eDACM CL and look for PM Workshop.

—— Student Feedback ——

'...recommend that coworkers and peers alike take it as soon as possible.'

'This has been the **most valuable** and influential training I have ever had during my 23 years in the Navy.'

'Provided **a wealth of information** that cannot be provided anywhere else.'

TO SIGN UP:

-Log into eDACM
-Go to the DON CL Learning Module >> Manage Career >> DON Continuous Learning
-Search for DON CL Training
In the Search Catalog -"Enter" in the Event Name Program Manager Workshop
-Under "Location" select "Any Distance" and click Search.
You should see a listing of multiple dates for this CL Event
-Click on the Location Name "Arlington, VA" on the date you wish to attend and the Event Information screen will populate
-At the bottom of the page click "Submit Registration Request"
-Ensure your supervisor approves you request so it will be forwarded to the event POC for review and approval

From the DACM's Desk

THINGS THAT MATTER

by Mark Deskins, Director, Acquisition Career Management

As I reflect on my retirement at the end of March, I would like to share five things I've learned that really matter in life and don't often get talked about in full context.

First, Relationships and Communication

No matter where you are, relationships matter. Relationships form our being. Whether it is our relationship with God, our family, our friends or work colleagues, relationships matter. We need relation -ships to be leaders. Great relationships are built on great communication and trust and they are the foundation of great teams.

Second, Time

We are all given the same amount of time every day but we use it differently. Some will use the time to complain about how it is or how it could have been. As an industrial engineer, I have done a lot of time and motion studies and process improvement. We need to focus both on efficiency and effectiveness. We need to challenge our perspective and make time count…every hour, every minute, every second.

Third, Experience

More important than the length of experience is the variety of experience. Some people stay in the same job for 30 years and get "one year" thirty times because they are doing the same thing and are not growing. Education, training and personal experiences play a huge role in our perceptions, opinions, and most importantly decisions. Mark Twain said, "Travel is fatal to prejudice, bigotry, and narrow-mindedness, and many of our people need it sorely on these accounts. Broad, wholesome, charitable views of men and things cannot be acquired by vegetating in one little corner of the earth all one's lifetime."

Just as travel causes one to give up prejudice, taking different jobs and increasing our knowledge causes a new perspective.

Fourth, Attitude

Positive Attitude is something that every leader must have. No one wants to follow a negative leader into battle. There will also be many critics along the way. On April 23, 1910 in Paris, Theodore Roosevelt said in his speech:

"It is not the critic who counts; not the man who points out how the strong man stumbles …. The credit belongs to the man who is actually in the arena …"

A Positive Mental Attitude will help overcome the critics and in my opinion, one of the most critical factors in everything we do.

And finally, FEAR

No matter where we have been, there has been some level of fear. It could have been fear of change. It could have been fear of being unsuccessful. But for many, the fear of being successful creates even more fear.

Some people try to lead with fear. Fear freezes people and causes inaction which may keep us from doing what needs to be done.

Sometimes people freeze in their comfort. Sometimes they freeze in the fear of the unknown. Sometimes people freeze because things changed and someone "moved their cheese". Sometimes people freeze because they "fear retirement" and feel they must go on doing they same thing they did yesterday. As for me, I recognize that it is time to cast off all fears and go towards retirement and make room for the next set of leaders.

So how do these five things that "Matter" relate to your acquisition career? Here are a few suggestions:

*As you manage your network of college friends, work colleagues, industry partners as well as being a mentor and mentee, remember that **Relationships Matter**. Take the extra steps to build trust and communication. When working on teams or with your Industry Partners, use Art Diaz's 22 Attributes of A Good Team to help keep you focused. See April 2016 DACM Corner for attributes.*

*Look for opportunity to accelerate delivery of every product you work on leveraging "Acquisition Speed Enablers" discussed on page 10 knowing that **Time Matters**. Executives are very busy people. As you brief your acquisition leaders, consider using one of these models in your communication style.*

> ***TACT Model***: *Ensure all information is **T**imely, Accurate, **C**oncise and **T**horough.*
>
> ***"What, So What, Now What?" Model***: *What is the issue? So What does it matter? Now What do we do about it?".*

*Increase your AWF Baseball Card portfolio by leveraging rotations or doing a job swap as highlighted on page 12; and continuously learn with tools such as LinkedIn Learning; or sign up for the understanding industry course; or sign up for PPTE or CITEP to get industry experience; because **Experience Matters**.*

*If you want to be an acquisition leader, you must have a positive attitude. Wake up every day grateful and start with a positive attitude. Respect and understand other people's perspective. Know that there will be thousands of critics but keep a positive attitude. Provide vision and positive leadership because **Attitude Matters**.*

*Life is too short to walk around afraid. Don't let Fear freeze you into inaction; but rather recognize it, understand it, and take action against it because **Fear Matters**.*

In closing, I firmly believe we in the DON Acquisition Workforce have the privilege to serve the men and women who serve our country every day. So it is my hope that the initiatives this office has taken over the last four years such as those on the following page, are enabling you to be the best servant to our country in delivering and sustaining the capabilities needed to protect and defend this great nation.

DACM INITIATIVES

Talent Management System Pilot

ASN(RD&A) is working towards obtaining a comprehensive data driven Talent Management System (TMS) to understand the talent need (Gaps) (Hiring & Development); project hiring plans (Gains) and transfers and retirement (Losses); to do succession planning; and to understand (Assess) current and future workforce health (Bench Strength, Ability to Meet Demand).

DACM has an ongoing pilot with PMW 250 (PEO EIS), using commercial software that is DoD IL4 certified which is required to process PII. The Pilot Goal is to verify commercial capability to meet DON needs. The Pilot will inform Navy on the implementation of a TMS for the Navy Acquisition Workforce.

	Relief Pitcher Needed	Experience:
Req ID: 7290	Looking for a Relief Pitcher to finish this current inning with the possibility to complete the remainder of the game. Will be pitching to a variety of opposing right and left handed batters and will have eight other fielders to assist if the ball is batted in play.	- At least 5 Years of Professional Pitching Experience
Date: Today		- Minimum of 90mph Fastball
Location: Here		-Good off-speed breaking pitch
SCORE Visitor: 6 Home: 2		-Left Handed a Bonus
Top of the 6th	Apply Now @ Concession Stand A	

AWF Baseball Cards

In order to better understand and assess the bench strength of the Acquisition Workforce, ASN(RD&A) has created an initiative to assemble key attributes of each member of the workforce into a "baseball card" report. On an individual level, this will allow an at-a-glance view of each members' education, certifications, skills and position (by Career Field), experience within each acquisition lifecycle and domain, and time (in months) in each Career Field. At the macro level, this data will be entered into a knowledge management system that will assist Navy Acquisition Workforce Leadership in assessing skill gaps that will inform short and long term Acquisition Workforce Planning.

A phased roll-out is planned for March/April. The Baseball Cards will be accessed via eDACM since every DON AWF member has an existing profile in eDACM. Eventually the Baseball Cards will become part of the Talent Management System that is under development. PEO USC and PEO Carriers have volunteered to kick off this initiative.

LinkedIn Learning

Last October, most of the Acquisition Workforce received invites from LinkedIn Learning allowing them access to more than 5,000 tutorials covering business, creative, and technology topics and more than 6,000 on-demand courses to help build professional skills across a vast range of job functions.

Since October, close to 5,000 accounts have been activated, over 800 courses completed, and over 30,000 videos watched equating to 2,892 hours viewed with an average time per viewer of 2 hours 27 minutes.

A major advantage of LinkedIn Learning is it provides real time training outside of the traditional DAU classes that can address the employee's unique needs and gaps. It includes personalized recommendations based on your experience; provides expert instructors from industry leaders; and access to courses based on your schedule from any desktop or mobile devise. This is just the tip of the iceberg as more of the Acquisition Workforce take advantage of this Force Multiplier in training.

Contact your DAWIA Training POC or DACM (703-614-3666) for any questions concerning LinkedIn Learning including establishing an account.

Top 5 Courses
1. Critical Thinking
2. Learning Python
3. Body Language for Leaders
4. Cert Perp: Project Management Professional (PMP)
5. Communication Foundations

Top 5 Videos
1. Welcome to Critical Thinking
2. The Importance of Critical Thinking
3. Distinguish Causes vs. Consequences
4. Break Big Problems into Small Ones
5. Welcome (Learning Python)

USD(A&S) Acquisition Award Winners!

The Defense Acquisition Workforce Development Innovation Award recognizes excellence by acquisition organizations in developing unique and innovative solutions to ensure that their workforce is well equipped to deliver world-class warfighting capabilities to the Warfighter. The award highlights demonstrated exceptional outside-the-box thinking and progress in tackling workforce development challenges.

The Defense Acquisition Workforce Individual Achievement Award was established as a result of the Weapon Systems Acquisition Reform Act of 2009 to encourage and recognize individuals who demonstrate the highest levels of excellence and professionalism in the acquisition of products and services – those who "support the warfighter and protect the taxpayer."

Recognizing the unique and significant contributions of the defense acquisition workforce is a key goal of the Fiscal Year (FY) 2016 – FY 2021 Department of Defense (DoD) Acquisition Workforce Strategic Plan. Every member of the acquisition workforce should feel valued for their contributions and have an enhanced sense of ownership of the acquisition mission and results. This award recognizes individuals in each of the acquisition functional disciplines.

Workforce Development Innovation Award
(Large Organization)
Space and Naval Warfare Systems Center Atlantic – North Charleston, SC

Workforce Development Innovation Award
(Small Organization)
United States Navy Test Pilot School – Patuxent River, MD

Production, Quality, and Manufacturing
Individual Achievement Award
Ms. Christina M. Fontanos, Naval Air Systems Command, U.S. Navy

Test and Evaluation
Individual Achievement Award
Mr. Daniel Ensminger, Naval Air Systems Command, U.S. Navy

2018 DON ACQUISITION AWARDS BOOKLET NOW AVAILABLE!

https://www.secnav.navy.mil/rda/ workforce/Pages/AWFRecognition.aspx

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ACQUISITION LEADERSHIP CHANGES
Welcome Aboard!

Acquisition Leadership Changes

Ms. Lisa Radocha became the Deputy Program Executive Officer for PEO Ships (Combatant) in January 2019.

Mr. Matthew D. Sermon became the Deputy Program Executive Officer for PEO Ships (ASL) in February 2019
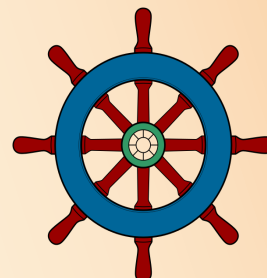
ACAT I Program Managers

CAPT Eric A. Soderberg relieved CAPT Jeffrey S. Dodge as Program Manager for Multi-Mission Tactical Unmanned Aerial Vehicle (PMA 266) in September 2018.

CAPT Errol A. Campbell relieved CAPT James G. Stoneman as Program Manager for Air to Air Missile Systems (PMA 259) in September 2018

CAPT Todd M. Evans relieved CAPT Craig D. Grubb as Program Manager for MH-60R/S Multi-Mission Helicopter (PMA 299) in November 2018.

CAPT Thomas H. Hoover took over as Program Manager for Bureau of Naval Personnel (BUPERS) Sea Duty Component (SDC) (ASTO) in January 2019.

ASN(RD&A) stands up PEO Columbia and announces Flag/SES moves

Secretary Geurts recently announced the establishment of PEO Columbia with RDML Scott Pappano as the PEO and Mr. George Drakeley as the Executive Director. The new PEO will be part of Team Subs and will work closely with PEO Attack Submarines and NAVSEA 07 (In-service Submarines) on all submarine and affiliated programs including life cycle support.

Secretary Geurts also announced the following upcoming moves of Flag Officers and Senior Executives:

⇒ **PEO Carriers:** RADM Brian Antonio will be relieved by RDML Jim Downey this summer. Mr. Robert Shevock will assume the Executive Director position.

⇒ **PEO USC:** RADM John Neagley will be relieved by RDML(Sel) Casey Moton this spring. Ms. Karen Davis will assume the Executive Director position.

⇒ **NAVSEA 21:** RDML Jim Downey will be relieved by RDML Tom Anderson. Ms. Giao Phan will assume the Executive Director position and Ms. Stephanie Douglass will continue as the RMC Executive Director.

⇒ **PEO Attack Submarines:** RDML Dave Goggins will serve as PEO Attack Submarines. Mr. Nidak Sumrean will serve as the Executive Director Attack Submarines and Mr. Mike McClatchey will serve as the Executive Director for Undersea Integration.

⇒ **NAVSEA 07 (In Service Submarines):** RDML Ed Anderson will serve as SEA 07. Mr. Michael Breslin will continue to serve as the Executive Director.

⇒ **The Commanding Officer** for Naval Surface Warfare Center and Commanding Officer for Naval Undersea Warfare Center will be combined and led by RDML (Sel) Eric Verhage.

Career Development/Recognition Notional Planning Dates

Program	Announcement Timeframe	Deadline Timeframe	Length	Date	POC
Schools					
UVA Darden School Business Insights	Sep	Oct	2 weeks	Feb & Jul	DACM
Program Managers Workshops	Ongoing	Ongoing	1 week	Monthly	DACM
NDU Eisenhower School Senior Acquisition Course	Jan	Mar	10 months	Aug - Jun	DACM
Industry Exchanges/Rotations					
Cyber Information Technology Exchange Program	Summer	Fall	6 months	Jan	DACM
SECDEF Fellows Program	Dec/Jan	Mar	1 year	Jul - Jun	DACM
Public Private Talent Exchange Program	CY 2020	CY2020	6 months	TBD	OSD HCI
ASN(RDA) SIGMA Rotation	Ongoing	Ongoing	2 weeks	Ongoing	ASN(RD&A)
Awards					
Acquisition Excellence Awards	Feb	Apr/May	Ceremony	Oct/Nov	DACM
USD(A&S) Acquisition Awards	May	Jun	Ceremony	Dec	DACM

Though dates are not specific, they are intended to help individuals and Commands plan ahead for individual opportunities, budgeting, and meeting deadlines. Refer to the DACM Website for specific dates and details.

Acquisition Events & Days of Interest

2 Mar	LCS 18 (Charleston) Commissioning	**27 Apr**	HST-1 (Guam) Christening
14 Mar	Acquisition Career Council	**7 May**	Sea Air Space Luncheon Speaker (ASN(RD&A))
8 - 12 Apr	PM Workshop	**8 - 9 May**	Acquisition Research Symposium
10 Apr	SASC Marine Corps Ground Programs Hearing	**13 - 17 May**	PM Workshop
27 Apr	DDG 1002 (Lyndon B. Johnson) Christening	**22 Jun**	DDG 118 (Daniel Inouye) Christening